



Great Southern Development Commission

Annual Report 2022-23





Katanning
Credit: Tourism Western Australia



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This report is available in alternative formats on request. We encourage readers to access the report online through our website and to use recycled paper if they print a copy. The online annual report is in PDF format.

Production

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Welcome

Welcome to the **2022-23 Great Southern Development Commission Annual Report.**

The purpose of the annual report is to provide a comprehensive and transparent account of our activities over the 2022-23 financial year, for Parliament, our industry partners and stakeholders, and the Great Southern community we serve.

This report outlines our regional context, organisational structure and workings, operations and achievements, as well as our financial disclosures and legal compliance.

Acknowledgement of Country

*Ngala kattidj nidja Noongar moort boodja
wer gorah-gorah wer yy-i wer mila.*

*Ngala koort-kwab nidja boodja-k wer
kattidj netingar wer bee-dee-eer wer
gorah-gorah wer yy-i wer mila.*

We acknowledge this is Noongar people's country
from long, long ago to now to the future.

We are happy to be on this country and
acknowledge ancestors and elders from long,
long ago to now to the future.

The Board and staff of the Great Southern Development Commission
acknowledge the traditional custodians of the lands upon which we
operate, the Menang, Kaneang, Goreng, Wudjari and Wilman
Noongar peoples.

We acknowledge their continuing connection to the lands, waters
and sky, and celebrate their almost 50,000 years of life on this land.

We pay our respect to elders past, present and emerging.



Menang man Larry Blight explains native
seeds and plants on Kurrah Mia tour

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Statement of Compliance

Hon. Don Punch

Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering.

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Great Southern Development Commission for the financial year ended 30 June 2023.

In the performance of its functions, the Commission complies with all relevant written laws including but not limited to:

- *Regional Development Commissions Act 1993*
- *Corruption and Crime Commission Act 2003*
- *Disability Services Act 1993*
- *Equal Opportunity Act 1984*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Industrial Relations Act 1979*
- *Minimum Conditions of Employment Act 1993*
- *Occupational Safety and Health Act 1984*
- *Public Interest Disclosure Act 2003*
- *Public Sector Management Act 1994*
- *Royalties for Regions Act 2009*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *State Supply Commission Act 1991*

In the financial administration of the Commission, we have complied with the requirements of the *Financial Management Act 2006* and every other relevant written law. We have exercised controls which provide reasonable assurance that the receipt and expenditure of moneys, and the acquisition and disposal of public property and incurring of liabilities have been in accordance with legislative provisions.

At the date of signing, we are not aware of any circumstances which would render the particulars in this statement misleading or inaccurate.


Bruce Manning
Chair
30 August 2023


Jarrad Gardner
Acting Chief Executive Officer
30 August 2023



A Message from the Chair



“The content of this report I believe highlights that the Commission is performing well in meeting its regional development mandate, and in particular has responded magnificently in meeting some challenges unusual within its normal course of operations.”

The past 12 months marked a period of growth contrasted with continued regional challenges. Another record grain harvest supported by healthy rainfall, resulted in a solid performance by the Great Southern economy. Grain receivals reached an all-time high, with 3,977,568 ton of grain exported from the Albany Port. Challenges in the region's agricultural workforce, and the need for efficient transport linkages were emphasised over this time.

During 2022-23, progress in the Albany Ring Road project improved access to the Albany Port, and we saw the welcome return of cruise ships. Twelve cruise ships brought 14,000 passengers to Albany, helping to bolster the returning tourism industry. There was an estimated 30,000 person increase in tourism visitation to the region compared with the previous year; an apt demonstration of the recovery in the tourism sector.

The Commission's work in the tourism and trade space continued to gain momentum, with a tangible lift in sales of premium food and wine products in established and emerging markets. Under the Tourism and Trade Partnership, the Commission hosted five missions focused on premium food, wine and tourism products of Great Southern provenance. I am particularly proud of the work we are doing within this sector, and the evident outcomes for local food and beverage producers.

Chief among the challenging projects faced in 2022-23, was leading the State Government's frontline response to the Mira Mar landslip, a once in a generation occurrence. Liaising between the affected landholders, local government, related utilities, and the technical expertise employed to assess and report on the nature and magnitude of the issues, and then, propose and action strategies to address them, has been a significant marshalling and negotiation effort. With the strong support and leadership of the State Government, it is pleasing to note that significant progress has been made by the GSDC CEO and Deputy CEO in securing the resources to address the issues, and negotiations are underway with the affected landholders.

This report marks the completion of Natasha Monks' initial term as Chief Executive, as she now embarks on a secondment with the Department of Jobs, Tourism, Science and Innovation. The Board of the Commission wishes her well and thanks her for her outstanding leadership since her appointment in early 2021. We also congratulate Jarrad Gardner on his appointment as Acting CEO, and warmly welcome him to the Board.

2022-23 brings to a close my 23 year association with the GSDC, initially as CEO, and more recently as Board of Management Chair. I take this opportunity to express my sincere appreciation to all those from the various industry, community and government sectors who have worked and partnered with the Commission in this time. I leave the role of Chair content that the Commission is well placed to continue leading and driving regional prosperity. Full credit must flow to the Commission staff in this regard, enabled by strong support from Minister MacTiernan, and more recently Minister Punch and their ministerial staff. I also wish to formally express my appreciation to our Deputy Chair, Annie Roberts and other Board members for their counsel and contribution across the year.

Bruce Manning
Chair,
Great Southern Development Commission

A Message from the Chief Executive Officer



“Both our Board and staff are dedicated to regional prosperity, and we are conscious of the role our activities play in meaningfully contributing to this. Among many things, as a Commission we are proud of our proactive approach to regional development, and our ability to keep our focus on the horizon, with 2022-23 representing another year of major achievements.”

Across 2022-23, the Commission remained focused on supporting investment within the region, and addressing important challenges in regional growth and service delivery. Over the last 12 months we capitalised on momentum in significant industry growth areas, and worked with key partners to build a stronger, more diverse, and more resilient Great Southern economy.

The delivery of the fifth round of the State Government's Regional Economic Development (RED) grants program, represented a key achievement for the year. \$564,500 worth of funding was allocated to five Great Southern projects from the tourism and events sectors, as well as manufacturing and Aboriginal economic development.

Sensitive of the need for sustainable, climate focused regional development, we completed the Inland Great Southern Regional Drought Resilience Plan, a major milestone in the Regional Drought Resilience Planning Program.

2022-23 saw the establishment of Wagyl Kaip Southern Noongar Aboriginal Corporation, an important foundation for ensuring a strong and effective voice exists for Southern Noongar peoples.

The election of the inaugural Wagyl Kaip Board and Cultural Advice Committee members, and the appointment of Lisa Smith as Chief Executive Officer, greatly contributed to this vision. I congratulate these individuals on their appointments, and look forward to a close working relationship to maximise the economic and cultural benefits of this settlement, for our Great Southern Noongar communities.

Staff from all nine of the Regional Development Commissions (RDCs), including seven Commission staff, attended the inaugural RDC Collaborative Workshop in Mandurah. The initiative led by Natasha Monks as Chair of the West Australian Regional Development Alliance and other RDC CEOs, saw regional development staff come together for the first time to share knowledge, engage in professional development opportunities, and plan collaborative projects.

At the Commission, we are collectively focused on the region's future outlook, and how we can shape this for the better. The Board provides experience, knowledge and insight from across the region that consistently brings insightful approaches to regional development. The staff provide crucial regional connections and relationships that sit at the core of meaningful development of our region. I would like to thank the Commission staff and Board members for this unwavering dedication, passion and expertise that they bring to their roles, and for contributing to the significant achievements of the past year.

To finish, I acknowledge the collaborative approach of our regional leaders and stakeholders in their commitment to working together to achieve positive outcomes for the Great Southern, and for regional Western Australia more broadly. The collective knowledge and experience of our partners, Board and team, are our strongest assets in service of sustainable development for our region.

Jarrad Gardner

Acting Chief Executive Officer,
Great Southern Development Commission

Great Southern Development Commission

Credit: Dylan Alcock

Our region

The Great Southern is located on the south coast of the state, and is characterised by dramatic coastal areas, ancient mountain ranges, dense forest, and productive agricultural lands giving rise to a growing premium food and wine sector.



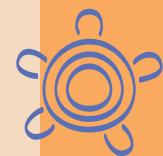
39,000km²



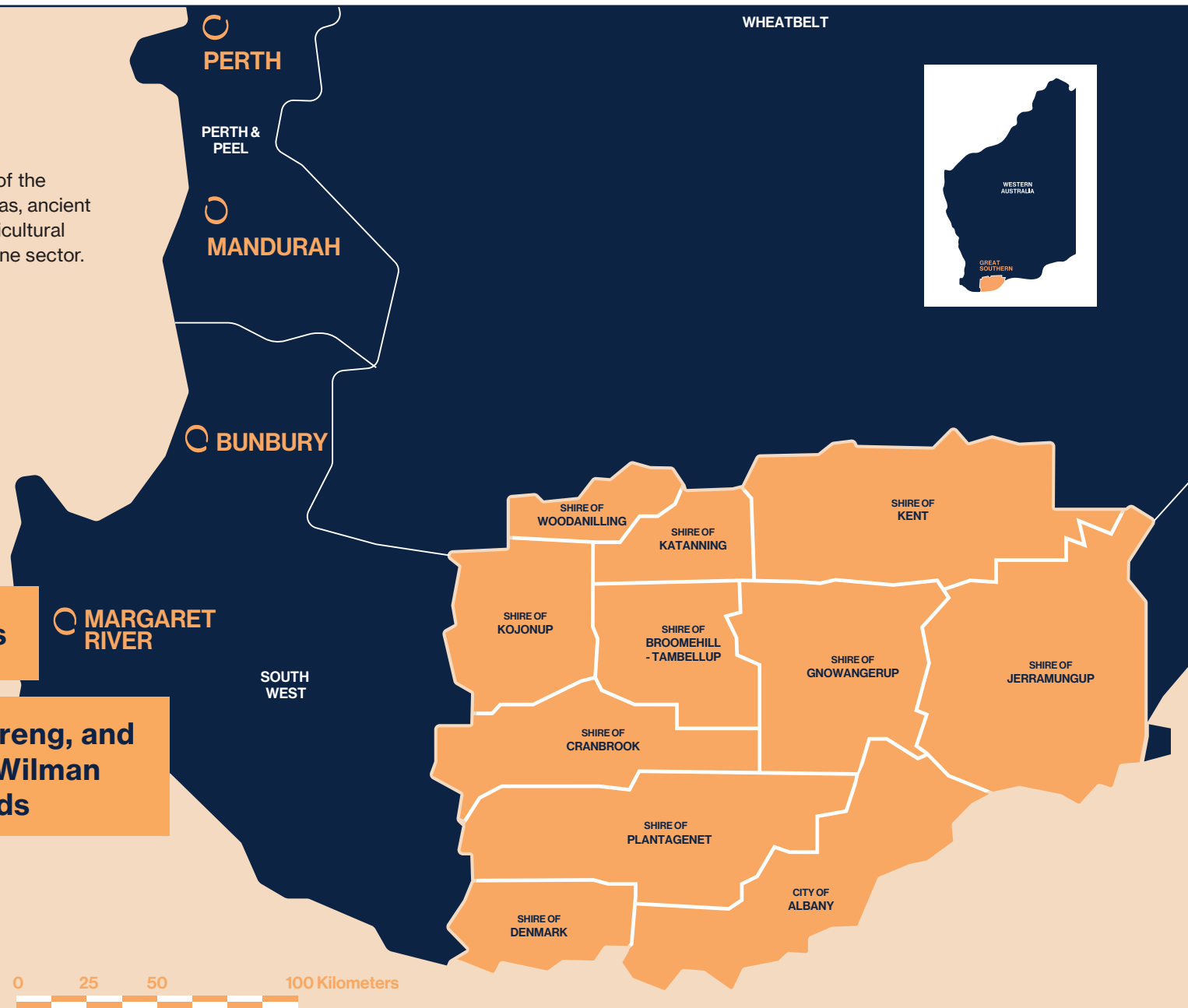
250km coastline



11 Local Governments



Menang, Kaneang Goreng, and parts of Wudjari and Wilman Noongar people's lands



A Snapshot of our Region



POPULATION
64,430



INDIGENOUS
POPULATION
4%



BORN OVERSEAS
26%



AVERAGE AGE
45 YEARS



JOBS
26,889



UNEMPLOYMENT
2.9%



GROSS REGIONAL
PRODUCT
\$5.1 B



AVERAGE ANNUAL
VISITORS
707,000



BUSINESSES
7,174



MAJOR INDUSTRY OUTPUTS

AGRICULTURE - **\$1.92 B**
MANUFACTURING - **\$1.39 B**
CONSTRUCTION - **\$1.27 B**



MAJOR EMPLOYERS

AGRICULTURE, FORESTRY & FISHING - **16%**
HEALTHCARE & SOCIAL ASSISTANCE - **15%**
EDUCATION & TRAINING - **9.8%**

“

Our vision:

Sustainable economic development with lasting prosperity for the Great Southern region and its communities.

The Commission is driving this change by strategically and sustainably building on the region's comparative advantages and knowhow.

”

Cranbrook Pink Lake
Credit: Tourism Western Australia

About us

Who we are

Founded in 1994 under the *Regional Development Commissions Act 1993*, the Great Southern Development Commission (GSDC), is a statutory authority of the Western Australian Government. We are one of nine such agencies, each serving a different region of the state.

Reporting directly to the Minister for Regional Development, the GSDC has a Chief Executive Officer and team located in the Great Southern, who are overseen by the Board of Management appointed in membership categories of community, local government and ministerial representation.

What we do

Our purpose is to coordinate and promote economic and social development in the Great Southern region. We work to make our region an even better place to live, work, invest, and do business.

By partnering with government, communities, business, and industry to support projects that benefit the region, we are the regional connectors, advocates and influencers for Great Southern regional development.

Enabling Legislation


Our objectives, as set out in the *Regional Development Commissions Act 1993*, are to:

- Maximise job creation and improve career opportunities in the region
- Develop and broaden the economic base of the region
- Identify infrastructure services to promote economic and social development
- Provide information and advice to promote business development within the region
- Seek to ensure that the general standards of government services and access to those services in the region is comparable to that which applies in the metropolitan area; and
- Generally take steps to encourage, promote, facilitate and monitor the economic development of the Great Southern.

How we work

To support our aim of sustainable economic development with lasting prosperity for the Great Southern, we have four strategic areas of focus, or strategic goals.

 **Strong and Diverse Economy**

 **Regional Liveability**

 **Strong Communities**

 **Organisational Excellence**

Within each of these focus areas, our activities are broadly guided by four key ways of working.

At the GSDC we:



CONNECT

Connect our region, people and communities to opportunities, services, and funding



CULTIVATE

Cultivate the development, investment and growth in our region's jobs and economic activity



CHAMPION

Champion our region, its brand, assets and identity, and its successes, opportunities, and solutions to its challenges



COLLABORATE

Collaborate to develop effective relationships and partnerships that enable us to proactively monitor, inform and respond to opportunities and challenges influencing our region's prosperity.

What We Value

Providing the foundation and guiding us in our work, are our core values.

We value:

Leadership

We are “thought leaders”, understanding the Great Southern’s potential and striving to achieve it.

Knowledge

We hold deep knowledge of our region and distil insights that we share with the community, industry, and government.

Empowerment

We advocate for our region, and work alongside our stakeholders to achieve the aligned purpose of regional prosperity.

Relationships

We actively build meaningful relationships with our stakeholders.

Agility

We are flexible, responsive, focused and resilient.

Integrity

We are honest, transparent, and accountable for our actions.

Native Wild Flowers,
Stirling Ranges



Responsible Minister

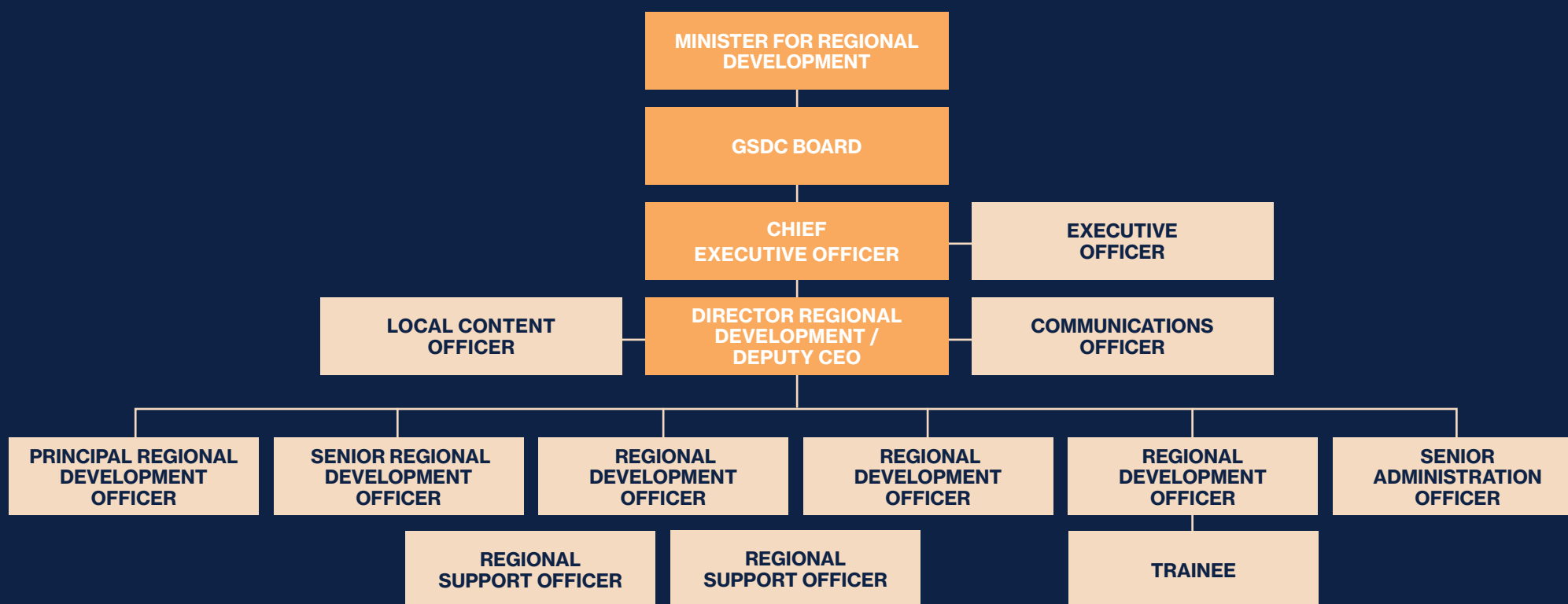
We report to the Hon Don Punch MLA, Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering.

The minister has the power to direct the Commission either generally or with respect to a particular matter, on the exercise and performance of its powers, functions and duties under the *Regional Development Commissions Act 1993*.

Our Organisation

The GSDC Chief Executive Officer is an ex officio member of the GSDC Board, and an employee of the Commission. All other GSDC-based staff are employees of the Department of Primary Industries and Regional Development (DPIRD), with management authority delegated to the Chief Executive Officer under a section 29 agreement.

The team are based in the GSDC offices in both Albany and Katanning, as well as travelling throughout the Great Southern region.



At 30 June 2023

Our Board

The GSDC Board of Management leads the Commission providing overarching strategic and policy direction, in pursuit of our visions and goals for the region. The Board meet regularly to set policy directions including budgets, approve major expenditure and advise the Minister on regional matters.

Two Board members are nominated by the Minister for Regional Development, two by the community and two by local government. The Chief Executive Officer of the Commission is a member ex officio.



Chair Bruce Manning

Ministerial representative appointed February 2021

Bruce Manning is the former Chief Executive Officer of the GSDC, in this role from 2000 to 2021. Holding an Executive MBA from the University of Western Australia, beyond his time as CEO at the Commission, Bruce's extensive experience in regional development includes five years as the Regional Manager for WA TAFE in the Great Southern region, and five years as Executive Officer of the Southern Province Projects Group.



Deputy Chair Annie Roberts

Community representative appointed April 2019, appointed Deputy Chair November 2020

Annie Roberts is Australia Post's Postal Manager, Regional and Rural Post Office Network. Through Australia Post, Annie has taken up roles as a small business champion, community advocate and supporter of traineeships for diversity and Aboriginal students. She is president of the Australia Postal Institute Albany branch, and has supported Albany Headspace and networking group Great Southern Women.



Liz Guidera

Local government representative appointed November 2020

Councillor Liz Guidera is the President of the Shire of Katanning. Liz has experience in community health and event management, as well as volunteer involvements with rural youth, community sports, land care and others.



Robert Lester

Local government representative appointed November 2020

Robert Lester is a Councillor in the Great Southern's Shire of Jerramungup, where he has farmed in the Jacup area since 1975. Robert's involvements in the district include sports, marine rescue and volunteer firefighting.



Darren Moir

Ministerial representative appointed June 2021

Darren Moir is the director and manager of a farming business in the Amelup district in the Shire of Gnowangerup. He has a long history of involvement in sporting and community groups in the district. Darren's experience includes membership or Board membership of industry groups including Stirlings to Coast Farmers and the WA Producer's Co-op.



Robbie Minter OAM

Community representative appointed September 2022

Robbie Minter is a proud Goreng man, born and raised in the Great Southern town of Gnowangerup. Robbie is the Chair of the Gnowangerup Aboriginal Corporation, and has extensive experience working towards development in the region. Robbie provides cultural awareness training to organisations of all sizes, is a community mentor, and received an Order of Australia medal for his work with Aboriginal communities across Western Australia.



Natasha Monks

Ex officio, Chief Executive Officer of the GSDC – on 18-month secondment from June 2023

Natasha Monks is the CEO of the GSDC, beginning her role in February 2021. Natasha was formally Australia's Trade Commissioner to Peru and the Philippines, and education sector lead for the Americas. She has previously managed Austrade's International education sector team, and led the destination brand development and global marketing for international education in WA.

As of June 2023, Natasha is on an 18-month secondment with the Department of Jobs, Tourism, Science and Innovation, with Deputy CEO/Director Regional Development Jarrad Gardner, acting as CEO.



Jarrad Gardner

Ex officio, Acting Chief Executive Officer of the GSDC

Jarrad Gardner is currently the Acting CEO of the GSDC. Jarrad has extensive experience in state government, across the energy, water, housing, forestry and land development sectors. Jarrad formally worked in the Department of Treasury, with key involvement in the implementation of major government initiatives, policies and industry sector reforms. Returning to the Great Southern in 2020, Jarrad took on the Director Regional Development role for the GSDC.

Our Performance

Porongurup
Credit: Great Southern Treasures

Performance Management Framework

Relationship to government goals

The Commission's guiding framework is the *Regional Development Commissions Act 1993*, and the Western Australian Government's strategic framework and goals.

Our outcomes align with the government goals of:

- WA Jobs Plan: Local manufacturing and production, creating Western Australian jobs and training for the jobs of the future; and
- Growing our communities: Protecting our environment with thriving suburbs and regions.

Outcomes based management

We measure our effectiveness against government goals through an annual client perceptions survey, conducted by an independent market research company. Our clients include local governments, Commonwealth and state government agencies, community groups and private organisations.

The service provided by the GSDC is regional development, under which the following activities fit:

- Facilitation and support of new and existing enterprises and businesses
- Project management
- Promotional and information services
- Development of strategic partnerships with government, business and community groups
- Tourism and trade

Changes to outcome-based management framework

The Commission's outcome-based management framework did not change during 2022-23.

Shared responsibilities with other agencies

We share responsibility for achieving the government's goals with DPIRD. The majority of the resources available to the Commission are supplied by DPIRD. Additionally, our financial, payroll, learning and development and human resource services are largely provided by DPIRD under a Service Level Agreement.

The Great Southern region includes eleven local government areas and we partner with these local authorities to make the region a better place to live and visit. We work closely with other state and Australian Government agencies, and other regional organisations in this endeavour.

We aim to make the Great Southern a recognised place of choice for business opportunity and liveability, by addressing the four key strategic areas of focus outlined in our Strategic Plan. In each of these areas, we have developed priority actions and activities to deliver outcomes that will serve to achieve these aims.

Our Strategy

To influence development in the Great Southern, our work is guided by our four main strategic goals, in alignment with the Regional Development Portfolio.

Outlined in our Strategic Plan, these goals guide our activities throughout the reporting period.



1. Strong and Diverse Economy

We aim to grow sustainable regional jobs, expand existing industry, grow new industry, and maintain and improve essential infrastructure and services.



2. Regional Liveability

We aim to develop community assets and resources, improve health and wellbeing outcomes, strengthen regional resilience, and champion knowledge and innovation to make the region a preferred place to live, work, visit and invest.



3. Strong Communities

We aim to build strong and inclusive communities, enhance Aboriginal economic development, and empower Aboriginal communities to set their own path to health and prosperity.



4. Organisational Excellence

We aim to lead with integrity and professionalism, be strategic and effective and deliver evidence-based advocacy while maintaining a region-wide focus, building strong partnerships, and meeting all audit standards.



Alison Hartman Gardens,
Albany

Our Operations

Greens Pool
Credit: Scott Slawinski

A snapshot of our year



\$564,500 worth of funding allocated to five Great Southern Projects through the RED Grant program



Five major Trade and Media Missions resulting in over **\$2 million** of additional food and beverage sales



First RDC **Collaborative Workshop** held



Two major **regional plans completed** – Great Southern Arts, Culture and Heritage Strategy, Inland Great Southern Regional Drought Resilience Plan



Supported **regional events, festivals, workshops** and information sessions throughout the Great Southern



Over **100 hours** of staff training and development, and a 95% client satisfaction rating



\$2.23 million investment into sustainable energy via the M4 Wave Energy prototype



Major funding secured for the activation of industrial land – Yerriminup Agricultural Precinct

Strong and Diverse Economy

We aim to grow sustainable regional jobs, expand existing industry, grow new industry, and maintain and improve essential infrastructure and services.



Our activities

Over the year, we continued to make meaningful progress towards a strong and diverse regional economy. Commission activities in this space centred on providing strategic direction for key industries, supporting local business to keep economic activity in region, advocating for investment, and building from momentum in the premium food and wine export sector.

Facilitated **\$564,500 worth of RED grant funding** for five local projects to grow manufacturing and tourism

Leveraged momentum from previous tourism and trade activities, **to increase food and beverage exports** and brand awareness

Developed a roadmap for **expansion of the education sector**

Consulted, advocated and collaborated to secure funding for **infrastructure at the Yerriminup Agricultural Precinct**, supporting activation of the site and future jobs

Continued to support expansion of large-scale shellfish operations in the region, **helping the aquaculture industry to grow**

Connected **Great Southern food and beverage producers** with new markets, through the 'Meet the Buyer' trade show in Perth

Hosted a regional infrastructure tour for senior representatives of the Western Australian Treasury Department, giving direct insights into regional issues and future development needs

Partnered with local government to deliver a region-wide **Arts, Culture and Heritage Strategy**

Collaborated with key government agencies to **support access to, and sustainable management of, the Beaufort Paleochannel** water source in the upper Great Southern

Worked alongside regional businesses, organisations and employment service providers to **address workforce challenges**

Advocated for local business inclusion in government tenders via the Local Content Program

Participated in business engagement for the **M4 Wave Energy Demonstration project**, with major local content outcomes

Local Content Program

Increasing opportunities for local business

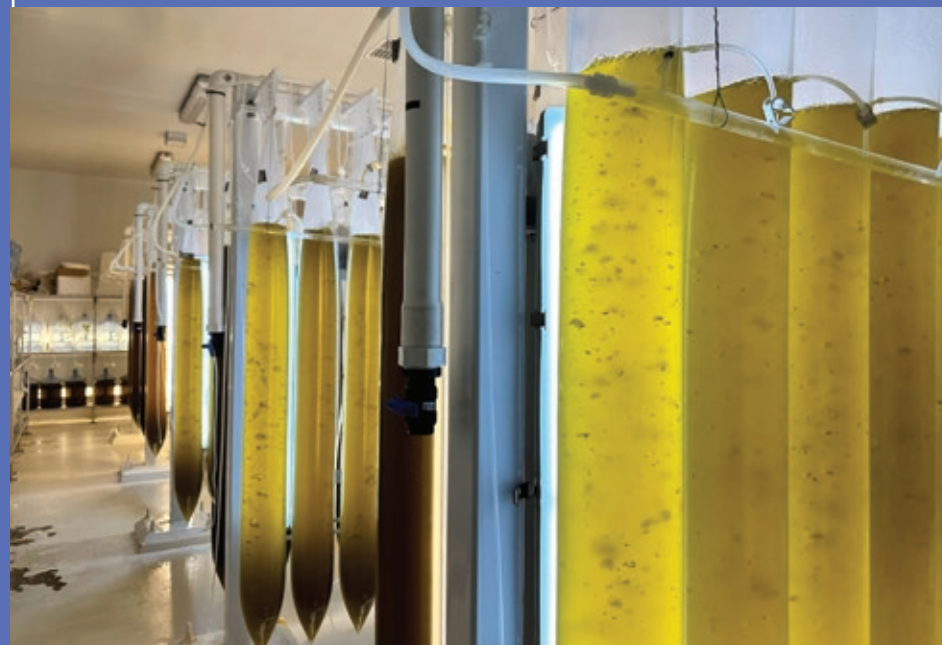
The GSDC local content advisors work to support Great Southern businesses tender for state government projects. Through the Local Content Program, we educate local business about the tender process, connect them with state government opportunities, and advocate for the use of local businesses in projects. We build a strong and diverse economy via the Local Content program, by strengthening local business capability, and supporting future growth through access of state government opportunity.

A significant local content outcome for the Great Southern was the \$2.23 million contract for the fabrication, deployment and decommission works for the Wave Energy Demonstration Project (M4) in Albany. This major contract will use local and regional supply chains in steel manufacturing, electrical work, transportation and logistics for the construction of the M4 device.



Marine Energy Research Australia's headquarters in Albany

Growing algae for food supply at the Albany Shellfish Hatchery.



Aquaculture Expansion and Development

Growing the Great Southern aquaculture industry

The Commission has longstanding involvement in the development and growth of the aquaculture industry within the Great Southern. The rapid expansion of this key industry, has now created more than 100 jobs, and has a significant contribution to the Great Southern economy.

We continued to support proponents establishing and expanding large-scale shellfish operations in the region, including funding for the Albany Shellfish Hatchery expansion. We supported targeted industry growth by leveraging relationships with government and industry to address development constraints, and promote growth.

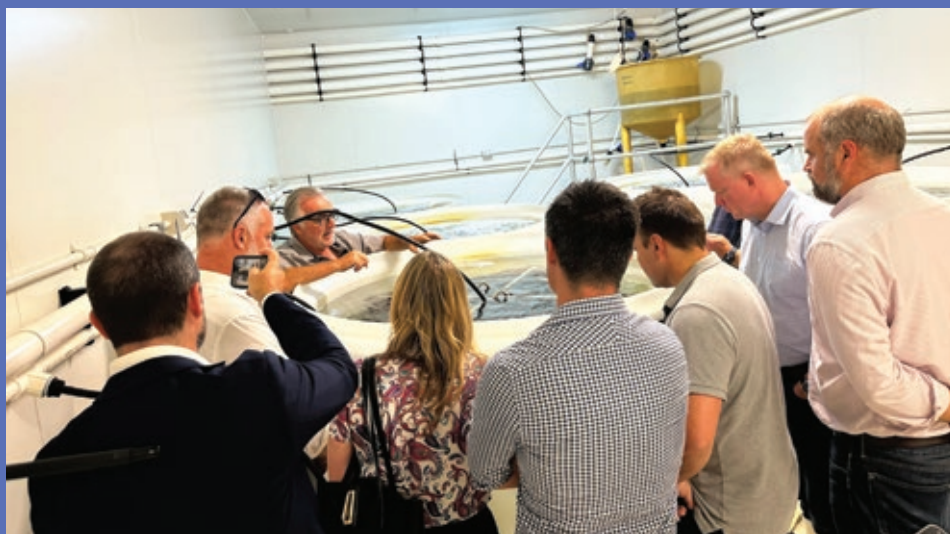
Western Australian Treasury Department Regional Infrastructure Tour

Advocating for investment into the region

A critical role of the Commission is connecting senior representatives of the Western Australian Public Service with regional stakeholders to contextualise Great Southern specific challenges and opportunities. In February 2023, the GSDC hosted a regional infrastructure tour for senior representatives of the Treasury Department.

The tour demonstrated infrastructure and service delivery challenges for particular regional industries, as well as illustrated previous state government investments, and opportunities for future investment. Among the locations on the tour, was the Albany Shellfish Hatchery to illustrate how state government seed funding can be the catalyst for the development of valuable industries.

By connecting the Western Australian Public Service directly with cases of positive investment outcomes, and current regional challenges and opportunities, we sought to advocate for the Great Southern's future investment requirements.



Treasury Department regional tour visits the Albany Shellfish Hatchery



Great Southern Arts, Culture and Heritage Strategy

Providing unified direction for the arts, culture and heritage sectors

In response to the need for direction for the arts, culture and heritage sectors in the Great Southern, we partnered with the City of Albany and other local governments to deliver a region-wide strategy. Extensive consultation went into creating the strategy to ensure it reflected the region's collective creative direction into the future.

The release of the Strategy took place in 2022-23, and not only provides a vision for connecting people and places, but also direction for maximising investment into these amenities, programs and services, and future priorities for growing these sectors. Building from the creative and cultural assets of the region, the strategy seeks to strengthen these important sectors, providing further contribution to the economy through employment, entertainment and tourism.

Strong and Diverse Economy Highlight

Increasing food and wine exports, and the Great Southern profile

We aim to lift the brand profile of the Great Southern as an area of premium food and wine provenance, in the process increasing trade relationships, international exports and creating a compelling sense of place.



Forest Hill Wines', Guy Lyons conducts Wine Masterclass as a part of the 'Discover Great Southern' series of events in Singapore

About

Since the establishment of the Tourism and Trade Partnership between the Commission, Australia's South West and the Australian Trade and Investment Commission (Austrade), our activities in this space have been prolific.

In 2022-23 two inbound international food and wine missions, with a total of 40 buyers from 13 different countries took place. A further two inbound missions featuring representatives from major international media organisations such as Vogue Thailand, generated significant exposure for the food, wine and luxury tourism offerings of the Great Southern.

A major outbound tourism and trade initiative dubbed 'Discover Great Southern', took place in late 2022. More than 50 Great Southern winemakers, food producers, industry and government officials travelled to Singapore for a series of tourism and trade events.

Increased brand awareness of the Great Southern as a premium food and wine producing region in the international market resulted from a careful curation of the region's sense of place. In addition, results of this mission included eight of nine of the wineries in attendance, receiving new distribution deals, or strengthening existing arrangements.

Our outcome-driven tourism and trade activities over the past 12 months have contributed to the Great Southern economy in a number of important ways. Great Southern food and wine producers have gained valuable exposure, and connection to key international markets, and in the process formed trade relationships. The region's economy has enjoyed increased contribution from this growing food and wine sector and tourism from key target markets is expected to further support the Great Southern economy.

Looking ahead

In the next 12 months, tourism and trade will continue to be one of the GSDC's key priorities for development of the Great Southern economy, with a further two outbound, and multiple inbound food and wine missions already planned.

Our tourism and trade activities wouldn't be possible without the collaboration and support of our partners. With thanks to Austrade, JTISI, DPIRD, Wines of WA, GSWPA, Australia's South West, South West Development Commission, Margaret River Wine Association and all of our Great Southern food, wine and other beverage producers.

Food and wine buyers, visiting media, GSDC key staff and stakeholders enjoy a private tasting at Swinney Wines



GSDC CEO Natasha Monks, with world-renowned Chef Tam, and The Dam's Chef Noi during luxury media mission



The RED Grant program

The Regional Economic Development (RED) Grant program, is a \$50.8 million over nine years (2018 - 2027) state government initiative investing in local projects to stimulate economic growth and development in regional Western Australia.

Supported by DPIRD, the GSDC delivers the RED Grant program in the Great Southern region. The GSDC is the central point of coordination in the region for RED Grants information and project application appraisal.

In 2022-2023, five Great Southern projects were successful in round five of the program, collectively receiving \$564,500.

Locally delivering the RED Grant program contributes to our strategic goal of a 'strong and diverse economy', by directing support to Great Southern projects that advance new or developing industries, create more jobs, and ensure business processes remain within the region.



Former Minister MacTiernan, local members Shelley Payne, Rebecca Stephens and Jane Kelsbie with RED round five recipients.

Broomehill Village Co-operative Ltd \$151,000

Broomehill Village Co-operative received a \$151,000 grant to contribute to the revitalisation of the historic two-storey Broomehill Hotel. Future outcomes of the refurbishment of the hotel include more tourist, and key worker accommodation in the upper Great Southern area.

Direct Seeding and Harvesting Equipment \$150,000

Direct Seeding and Harvesting Equipment will use their \$150,000 RED Grant to acquire a new laser cutting machine to vertically integrate a production process. The new manufacturing technology will bring a process currently outsourced out of the region, back into the Great Southern.

MCC Contractors \$149,000

MCC Contractors secured a \$149,000 RED Grant to grow the region's civil construction industry capacity, through expansion and a new integration facility in Denmark. A key outcome of the new facility will be the ability to service, repair and fabricate machinery components in the region for their own operations, as well as for that of other local businesses.

Albany Heritage Foundation \$64,250

Albany Heritage Foundation Inc (formerly the Jaycees Community Foundation) received a \$64,250 RED Grant to upgrade the amphitheatre in the Australian Wildflower Garden at Albany's Historic Whaling Station precinct. The funding will contribute to addressing market gaps in affordable and available performance venues, and supporting the local Made in WA performing arts networks, as well as supporting long-term sustainability of tourism in the region.

The McGovern Foundation \$50,250

The McGovern Foundation was awarded a \$50,250 RED Grant for the Great Southern Wanderer program, helping to expand economic opportunities for Aboriginal people. The project's unique driver mentor program, recognises that a lack of a driver's license is a major barrier to stable employment, with the Wanderer program assisting to remove this barrier, while in the process contributing to economic diversity, and stronger communities.



Regional Liveability

We aim to develop community assets and resources, improve health and wellbeing outcomes, strengthen regional resilience, and champion knowledge and innovation to make the region a preferred place to live, work, visit and invest.

Shire of Katanning
Credit: Tourism Western Australia



Our activities

Maintaining and enhancing the Great Southern's ability to attract people to live, work, visit and invest is essential to sustaining our workforce, and therefore our productivity. This past year our support of regional liveability focused on boosting Great Southern festivals and events, supporting regional services, and planning for future challenges in climate resilience, and available worker accommodation.

In conjunction with the Great Southern Country Zone of Western Australia Local Government Association and Regional Development Australia Great Southern, **developed a business case to support the Designated Area Migration Agreement**, to address local workforce needs, and promote migration

Provided a local point of contact for residents impacted by the slow moving landslip in Mira Mar, and facilitated the development of **the geotechnical report** on the incident

Promoted growth of the regional education offering through the Great Southern International Student Strategy

Supported regional festivals and events throughout the Great Southern, through sponsorship and promotion

Completed the inaugural **Inland Great Southern Regional Drought Resilience Plan** for consideration by the Australian Government

Participated in the **Albany Regional Aviation Group** with key regional partners to monitor performance and service changes for the Albany to Perth passenger route

Advocated on behalf of the Shire of Katanning for the funding and **development of the Katanning Early Childhood Hub**

Coordinated key local stakeholders for the development of a business case for **investment into worker accommodation in the region**

Engaged with energy project proponents, providers and regional customers to progress **access and cleaner energy for communities and industry**

Supported the regional film industry through involvement in Blueback production and local release, and the Cinefest Oz Albany Industry Program

Contributed to community projects throughout the region via the Small Grants Program

Continued to work with and support the Smart Start Great Southern Committee to educate community, and **support child development** in the northern and central shires

Sustainable Energy

Increasing access to cleaner energy

Access to reliable clean energy in regional areas is a significant factor for liveability, and the operation of business. The Commission recognises the need for increased easy access to reliable clean energy in the Great Southern, and engages in projects that further this cause.

During 2022-23, the GSDC engaged with energy project proponents, energy providers and regional consumers to progress initiatives aimed at ensuring reliable access and cleaner energy for communities and industry. A significant achievement for the region was the commencement of construction of the Flat Rocks Windfarm in the Shires of Kojonup and Broomehill-Tambellup.

A further boost for sustainable local energy production resulted from progress in the Marine Energy Research Wave Energy Project prototype, based in Albany. Once complete, this prototype will be the only wave energy device at sea in Australia.



Albany Windfarm, existing regional clean energy infrastructure



Regional Events

A thriving festival and events program

A key component of regional liveability is access to entertainment, and local celebrations of people and place. A thriving festival and events sector supports visitation to the region, and economic benefits for the community.

Over the 2022-23 period, we proudly provided support for local festivals and events through sponsorship and funding, promotion, and patronage. Regional events supported by the GSDC included the 2022 Great Southern Treasures Bloom Festival, the Taste Great Southern food and wine festival, and the popular multicultural celebration of place, the Katanning Harmony Festival. For the second year, we provided supporting funding for the TEDx Kinjarling event, giving Great Southern residents access to a series of inspiring local speakers. Knowledge, innovation and education were celebrated by the event, while the livestream connected the rest of the world to the Great Southern region.

Regional Development Portfolio Plan – Worker Housing Project

Supporting the development of worker accommodation

Available housing is not only significant for local communities, but for workers entering areas to support industry. The availability of worker accommodation impacts both regional liveability, and the economic output of key industries.

To address worker accommodation shortages across the state, regional development commissions are developing a business case for investment into regional worker accommodation, including land activation opportunities. Within the Great Southern, we formed a working group of local governments, with the aim of gathering data on worker accommodation, and position the region for funding opportunities. Our role within the project is the communication and coordination of stakeholders in order to achieve progress in the development of regional worker accommodation.

Small Grants Program

Supporting locally driven community projects

In 2021 the state government committed to fund a wide range of small grants across the state, to support local community driven projects. In the Great Southern through DPIRD, the GSDC is supporting the delivery of 41 projects under the 2021 Small Grants Program with total funding of over \$1.3 million. These diverse community projects centre on skills development, capacity building, community infrastructure, accessible local services, and stimulation of the local economy.

As of 30 June 2023, the GSDC had delivered \$886,000 of the funding to the region with 39 grant agreements executed and 34 grant agreements acquitted. Recently acquitted projects include upgrades to the Katanning Speedway Club, refurbishment of the Albany Rotary Youth Camp to enable disability access, creation of the Eco Café and Cultural Interpretive Centre in Katanning, Albany Women's Centre Art Therapy Room, and more.



Former Small Grant recipient Katanning Country Club reopens



Regional Liveability Highlight

Increasing the region's ability to manage future drought

We aim to deliver a long-term strategy for strengthening the Great Southern's drought resilience, minimising adverse effects on the people and economy prior to extreme events taking place.

Pingrup Silos, Shire of Kent



About

To ensure our region is prepared for natural variability in rainfall and future impacts of climate change, we continued our work in drought resilience planning. In the first half of 2023, the Inland Great Southern Regional Drought Resilience Plan was completed.

Jointly funded by the Australian Government and DPIRD, the Regional Drought Resilience Planning (RDRP) program is one of the programs under the \$5 billion federal Future Drought Fund. The RDRP program aims to support regional communities, with a focus on the agricultural supply chain, to develop plans to manage the risks of future droughts. The GSDC, along with the Mid-West and Wheatbelt Development Commissions, partnered with DPIRD to deliver the program across three sub-regions.

After extensive research including community, government, industry, and academic consultation, the Inland Great Southern Regional Drought Resilience Plan was completed, and submitted for consideration by the Commonwealth Minister for Agriculture.

The plan provides a comprehensive overview of the inland shires of the Great Southern, and identifies a range of initiatives and projects to build drought resilience for the agricultural sector, and allied industries.

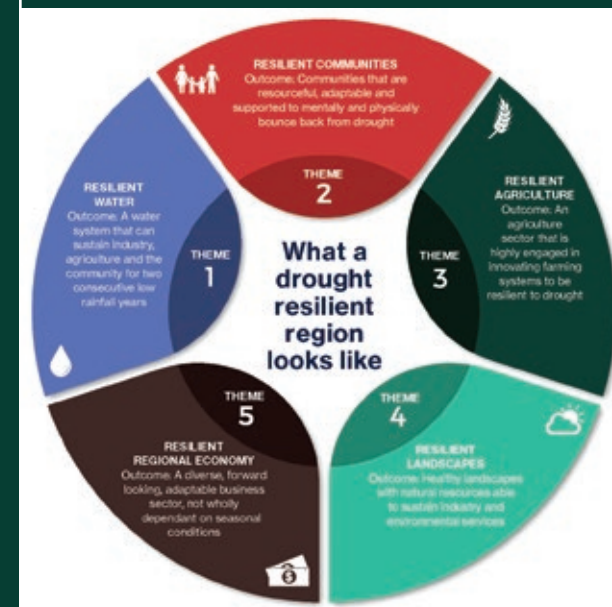
By committing to drought resilience planning and future investment for the Great Southern, the Commission is demonstrating an active approach to future regional liveability.

Through drought resilience planning, shared learnings between communities are created, more primary producers learn to prioritise long-term productivity and landscape health, and the region's natural resource management capability improves.

Looking ahead

While the Inland Great Southern Regional Drought Resilience Plan is being considered at Federal Level, an extension to the program has been approved, including funding to commence priority projects identified by the plan. Given the significant and timely issue of climate change in regional communities, drought resilience will continue to be an important area of work for the GSDC.

Goals and outcomes of the Inland Great Southern Regional Drought Resilience Plan



Strong Communities

We aim to build strong and inclusive communities, enhance Aboriginal economic development, and empower Aboriginal communities to set their own path to health and prosperity.



Katanning Harmony Festival
Credit: Shire of Katanning

Our activities

Our activities in 2022-23 to build strong, inclusive communities and advance economic and employment opportunities for Aboriginal people, included involvement in key organisations and groups working for the betterment of the community, and targeted support of projects and initiatives.

Supported the **delivery of services for vulnerable and at-risk communities** through membership in the Great Southern District Leadership Group

Worked closely with the region's **Aboriginal Corporations, bodies and groups**, and welcomed the foundation of the Wagyl Kaip Southern Noongar Aboriginal Corporation

Collaborated with a wide range of stakeholders for **sensitive planning in the lead up to the Albany Bicentenary**

Supported the small business community through partnership with the Albany Chamber of Commerce to present a women's sundowner event

Supported the education of young indigenous women through the inaugural Young Women's Leadership Development Regional Program

Sponsored representatives of five Aboriginal organisations to attend the **World Indigenous Tourism Summit 2023**

Continued to work with Aboriginal corporations on the progress of the **Seeds of the Great Southern native seedling initiative, and the Mungart Seed Enterprise**

Undertook **extensive Aboriginal community consultation** for the development of the Inland Great Southern Regional Drought Resilience Plan

Great Southern District Leadership Group

Delivering services to vulnerable communities

Supporting a region's most vulnerable subsets is vital in ensuring the strength of communities. Through our membership in the Great Southern District Leadership Group (DLG), we are supporting the delivery of services to the region's most vulnerable and at-risk communities.

The Great Southern DLG consists of senior regional representatives from the GSDC, WA Police, the Departments of Education, Communities, Justice and Sport, Local Government and Cultural Industries, WA Country Health Service and Wagyl Kaip Southern Noongar Corporation. Established to ensure agencies, service providers and not-for-profit sectors take a collaborative and holistic approach to addressing the needs of local communities, the Great Southern DLG works across five key priority areas to develop a coordinated, place-based service response to achieve better outcomes in these key areas, for our community.

Community Celebration

Supporting diversity of the Great Southern community

At the GSDC, we support a range of initiatives and organisations to celebrate our culturally diverse communities. Over the past 12 months, we provided support for key partners, for the coming together and celebration of cultural groups within the Great Southern.

The Harmony Festival celebrates one of Western Australia's most culturally and linguistically diverse regional centres, Katanning. The festival is a celebration of the community's cultural diversity, with multicultural foods, market stalls, cultural performances, a Ramadan tent and more. For another year, the GSDC supported the Katanning Harmony Festival, the inaugural NAIDOC Ball, and a range of other regional celebrations.

Katanning Harmony Festival, Friday Food Night
Credit: Shire of Katanning

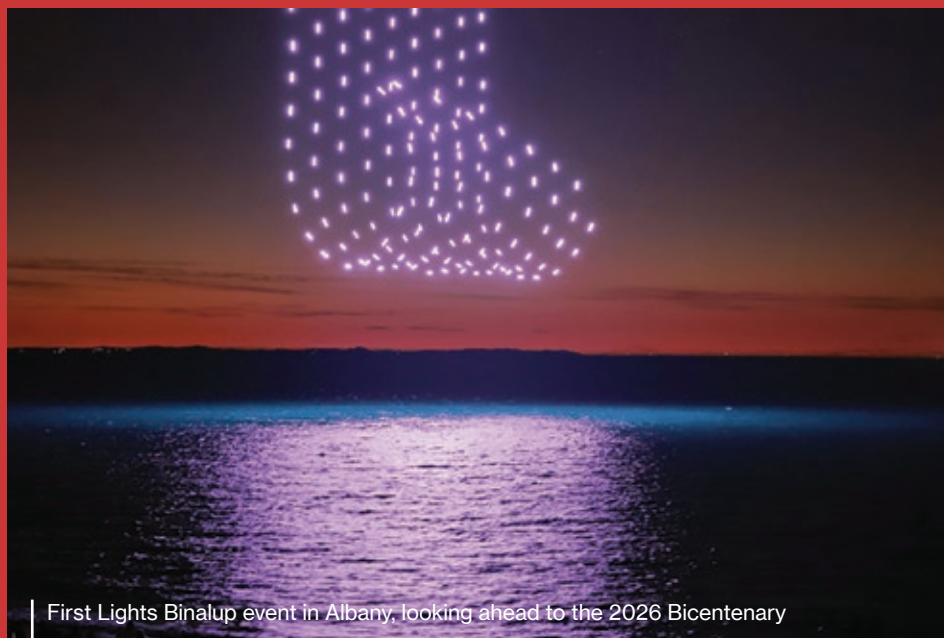


Albany Bicentenary 2026

Sensitive and inclusive planning for the future

Albany is the traditional lands of the Menang Noongar people, and in 1826 became the first European settlement in Western Australia. In 2026 Albany will lead the state in its Bicentenary commemorations, ahead of Perth based commemorations in 2029.

We are engaging in strategic sensitive planning for this notable event, by working closely with partners and stakeholders at all levels of government. Working with the City of Albany, we aim to ensure that this significant milestone for Albany, the Great Southern and Western Australia, has meaningful outcomes encompassing all communities in the region. The Bicentenary represents a pivotal opportunity for truth telling and reconciliation for the Great Southern community.



First Lights Binalup event in Albany, looking ahead to the 2026 Bicentenary





Strong Communities Highlight

Aboriginal Economic Development - Empowering Aboriginal organisations and businesses

We aim to embed Aboriginal economic development outcomes into all facets of the work we undertake, from funding programs, regional issues, local content opportunities, events and regional engagement.



Attendees of the Young Women's Leadership Program

About

Resulting from the South West Native Title Settlement, a significant event for Aboriginal communities in the region, was the establishment of the Wagyl Kaip Southern Noongar Aboriginal Corporation. 2022-23 saw the establishment of the Wagyl Kaip Board and Cultural Advice Committee members and appointment of the inaugural Chief Executive Officer. Our growing relationship with Wagyl Kaip, and other Aboriginal organisations in the region, is vital for generating trust, reciprocal respect, and the creation of future opportunities for Aboriginal communities.

In pursuit of Aboriginal economic development, we continued our support of Aboriginal projects from previous RED Grant rounds, including the Seeds of the Great Southern native seedling initiative, and the Mungart Seed Enterprise nursery. We facilitated opportunities for Aboriginal businesses to develop greater capability to participate in government procurement through our Local Content program, thereby creating jobs and economic growth.

We also continued to support regional Aboriginal corporations in project planning and partnership development.

Via our Tourism and Trade Partnership, we sponsored representatives from five Aboriginal organisations to attend the World Indigenous Tourism Summit (WITS) 2023 in Perth. Insight, advice and wisdom were shared regarding challenges and opportunities in indigenous tourism, with examples of tourism product development and delivery. Great Southern tourism business representatives in attendance expressed the value of the Summit for forming connections, and learning about the experiences of other operators in this sector.

Great Southern delegates at WITS 2023



Looking ahead

Inclusion of Aboriginal people will remain a high priority throughout GSDC activities. We look forward to providing support to Aboriginal-led initiatives in the region, and fostering meaningful working relationships in service of strong Great Southern Aboriginal communities.



GSDC visit the Marribank Mission site with representatives from the Treasury Department

GSDC staff on Kurrah Mia tour as a part of a team development day



Organisational Excellence

We aim to lead with integrity and professionalism, be strategic and effective, and deliver evidence-based advocacy while maintaining a region-wide focus, building strong partnerships, and meeting all audit standards.



Our activities

Throughout 2022-23, organisational excellence continued to be an essential component of our work. The GSDC commitment to staff development and teamwork, maintaining and strengthening stakeholder relationships, working collaboratively with other regional development commissions, and providing access to regional information and services, are key themes in our drive for organisational excellence.

Produced a series of educational resources for stakeholders and general public promoting opportunities within Great Southern industries

Continued our internal legacy of strong staff training and professional development, with **over 100 collective hours of staff education in 2022-23**

Maintained and supported **strong stakeholder relationships** by housing employees from Australia's South West, Tourism Western Australia and WAITOC in the GSDC office

Made the **Grants Guru (live grant finding platform) freely available** to businesses and organisations in the Great Southern

Monitored our performance, by conducting an external annual client survey, resulting in an effectiveness rating of 95%, up from 80.2% in 2021-22

Promoted strong teamwork and professional development with a **GSDC Team Development Day** including a Noongar cultural education experience

Kept stakeholders and members of the public thoroughly and consistently informed about GSDC activities and relevant regional opportunities, through social media, news media, newsletters and our website

Demonstrated **regional leadership and collaboration** through the foundation of the RDC Collaborative Network, and leadership within WARDA and numerous regional representations

Administered grants on behalf of the state government, and **ethically managed public funds** via internal grants management processes

Continued the review and revision of relevant **internal policies and procedures**

GSDC Staff Training and Development

Strengthening the GSDC through team and individual development

One of the ways we continually seek organisational excellence, is through the professional development of GSDC staff. The internal culture of the GSDC promotes training opportunities for all staff, believing the best way to service the Great Southern is to upskill and educate the dedicated team.

Over the 2022-23 period, the GSDC team were involved in more than 100 collective hours of training and professional development. Topics ranged from change management, to communication in the public sector, as well as cultural awareness, finance, record keeping, ethical decision making, and more. Four GSDC staff attended the Danjoo Koorliny Social Impact Summit in Perth, and learnt about connection to country, the significance of indigenous run, owned and operated projects, and indigenous land management.

In addition to individual professional development opportunities, a full GSDC team development day was held in March 2023. The team gathered at Albany's Camp Quararup for a full day exploration of internal ways of working, an analysis of systems for greater collaboration, and knowledge sharing. A key feature of the day was a Noongar cultural experience whereby the team learnt about local Menang cultural practices and native plant species.



GSDC staff attend Danjoo Koorliny

Resources and Available Services

Connecting the community to regional information

An important function of the Commission is to connect stakeholders and public with reliable regional information resources, and regional bodies with funding opportunities. In this regard, our organisational excellence can be witnessed by the creation of a range of industry factsheets, detailing significant Great Southern industry sectors. These resources provide information for current organisations within the Great Southern, as well as those looking to invest in the region.

In 2022-23 with supporting investment from local governments in the region, we launched the GSDC Grants Hub, via Grants Guru. The live grant finder provides organisations, businesses, regional bodies and individuals with information about regional funding opportunities and the grant application process.

Memberships and Key Stakeholder Relationships

Maintaining strong working relationships

As an organisation our relationships with key groups are pivotal to successful development of the Great Southern region. We have a range of strategic partnerships and working relationships throughout the region, and within all levels of government.

Key GSDC personnel have taken leadership and supporting roles in a wide-range of decision-making groups including project steering committees, advisory groups and boards. Organisations include WARDA (Western Australia Regional Development Alliance), Regional Development Australia Great Southern, Albany Bicentenary 2026 Working Group, WALGA (Western Australian Local Government Association), and many more.

In addition to having roles within key organisations, we provide support for related organisations in region, by providing office space for staff from Tourism Western Australia, WAITOC (Western Australian Indigenous Tourism Operators Council), Great Southern Treasures, and Australia's South West.

WAITOC's Briony Arnold in her GSDC office



Grant Management and Support

Ethically and appropriately managing public funds

A function of the Commission is to administer grants on behalf of the state government, in accordance with governance processes that ensure the grant is used for the approved purpose. Our commitment to integrity and ethical operations means that we establish strong governance around the management of public funds. This is most visible in our management of grant funding, where we maintain and continually improve highly effective grant agreements and acquittal processes.

To support Great Southern organisations in their search for funding support, for specific programs such as the RED Grants program, we provide guidance and advice. In round six of the RED Grants program, we conducted a series of workshops throughout the Great Southern designed to educate prospective applicants about eligibility, the applications process, and how to submit a strong application. In total during the period from announcement to application closure, the GSDC team assisted 140 potential applicants.

Commission Efficiency and Effectiveness

Meeting targets and performance goals

To assess our effectiveness as an organisation, an annual client survey is conducted by an external third party. This survey assists us to monitor our performance year on year, and provides feedback on service levels and how effective our regional development activities are considered to be. Stakeholders from three tiers of government, community groups and private organisations are all consulted in the research process. The 2022-23 survey results demonstrate an extremely high level of customer service (98% satisfaction up from 94% in 2022), and an effectiveness percentage of 95%, up from 80.2% in 2022. The highest ranked responses related to the politeness and knowledge of staff.



Regional Development Officer Karen Petty delivers RED Grant workshops for prospective applicants

Within the Commission, we report our efficiency as average cost per hour.

Actual Results Versus Budget Targets

	2022/23 Budget (\$000)	2022/23 Actual (\$000)	Variance (\$000)
Financial targets			
Total cost of services	2,234	2,505	271 ^(a)
Net cost of service	2,234	2,503	269 ^(b)
Total equity	310	425	115 ^(c)
Approved salary expense level	213	256	43 ^(d)

- (a) Total cost of service is higher than budget due to expenditure on the works pertaining to the Mira Mar landslide of \$590k, approved after the completion of the 2022/23 budget was finalised, partially offset by underspends in the 2026 Albany Bicentenary planning and coordination, workforce planning and industry development in the tourism and trade sectors.
- (b) Total cost of service is higher than budget due to expenditure on the works pertaining to the Mira Mar landslide of \$590k, approved after the completion of the 2022/23 budget was finalised, partially offset by underspends in the 2026 Albany Bicentenary planning and coordination, workforce planning and industry development in the tourism and trade sectors.
- (c) The increase in equity relates to increased income from State Government as a result of prior year carryovers, partially offset by a lower opening balance.
- (d) The salary expense level was exceeded as a result of leave cover and increase in leave provisions.

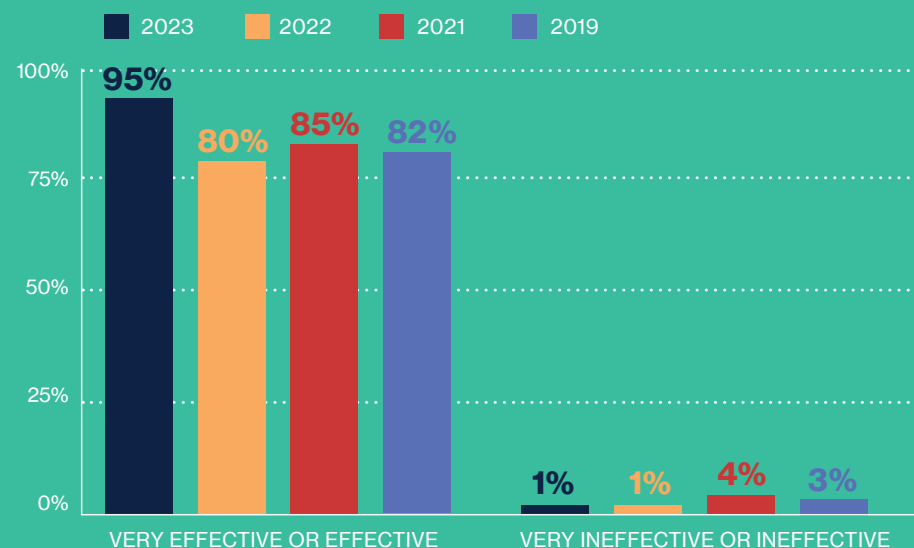
Working Cash Targets

	2023 Agreed limit (\$000)	2023 Target ⁽¹⁾ / Actual ⁽²⁾ (\$000)	Variation (\$000)	Explanation of Variation
Agreed working cash limit (at Budget)	33	33	N/A	N/A
Agreed working cash limit (at Actuals)	26	217	191	Variation due to brought forward cash balances and increased cash receipts from DPIRD due to timing differences at financial year end.

(1) Target to reflect the Commission's anticipated working cash for the 2022-23 financial year.

(2) Actual is the actual working cash held at the close of the financial year.

Overall GSDC Comparative Effectiveness





Organisational Excellence Highlight

Regional leadership and a collaborative network

The aim of this workshop was to create a united regional development landscape in WA, where knowledge sharing and collaboration were the central themes.

In the past year, the GSDC took a central position in uniting Western Australia's Regional Development Commissions through chairing the WARDA Board, and driving the inaugural Regional Development Collaboration Workshop.

About

In February 2023, the inaugural Regional Development Collaborative Workshop was held. Bringing together over 70 regional development practitioners from the nine regional development commissions (RDCs) and DPIRD, this first of its kind workshop was designed to provide targeted professional development opportunities, as well as a platform for sharing experiences and collaborative problem solving. Topics including building labour resilience, supporting the transition to a low-carbon economy, digital connectivity, activating land for regional housing, and Aboriginal economic development. The Hon Don Punch MLA, Minister for Regional Development provided the keynote address at the workshop.

Along with other senior RDC staff from across the state, GSDC Chief Executive Natasha Monks (now on secondment), drove the foundation of the workshop, and set the precedence for annual workshops going forward. As former Chair of WARDA (Western Australia Regional Development Alliance), Natasha had a fundamental role in creating a more unified and collaborative approach to regional development in Western Australia.

The involvement of GSDC staff in this workshop demonstrates our continued commitment to increasing staff knowledge, and creating a united regional development community for information sharing and collaboration. GSDC involvement in WARDA further illustrates our leadership in regional development, and the drive and ambition of our staff.

Looking Ahead

Going forward, the GSDC will continue to attend and support future RDC collaborative workshops, and promote cooperation among commissions. Acting Chief Executive Jarrad Gardner will now represent the Commission within WARDA.



Staff from all nine RDCs gather with the Hon Don Punch, Minister for Regional Development, in Mandurah.

Disclosures



Disclosures and legal compliance

Certification of financial statements For the reporting period ended 30 June 2023

The accompanying financial statements of the Great Southern Development Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006*, from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2023 and the financial position as at 30 June 2023.

At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



Carolyn Gibbon
Chief Finance Officer
24 August 2023



Bruce Manning
Chairman of the Board
24 August 2023



Jarrad Gardner
Chief Executive Officer
24 August 2023

Auditor General's decision

Under section 14 of the *Auditor General Act 2006*, the Auditor General has decided to dispense with the audit of the Great Southern Development Commission for the year ended 30 June 2023.

As required by the *Auditor General Act 2006*, the Auditor General consulted with the Treasurer prior to making this decision.

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Statement of Comprehensive Income For the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	305	263
Supplies and services	2.3	2,132	2,216
Depreciation and amortisation expense	4.1, 4.2	10	11
Grants and subsidies	2.2	28	29
Other expenses	2.3	30	20
Total cost of services		2,505	2,539
Income			
Other income	3.2	2	110
Total income		2	110
NET COST OF SERVICES		2,503	2,429
Income from State Government			
Income from other public sector entities	3.1	645	553
Resources received	3.1	1,913	1,943
Total income from State Government		2,558	2,496
SURPLUS/(DEFICIT) FOR THE PERIOD		55	67
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		55	67

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

As at 30 June 2023

	Notes	2023 \$'000	2022 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.2	217	127
Restricted cash and cash equivalents	6.2	114	114
Receivables	5.1	8	8
Total Current Assets		339	249
Non-Current Assets			
Amounts receivable for services	5.2	226	226
Right-of-use assets	4.2	10	19
Total Non-Current Assets		236	245
TOTAL ASSETS		575	494
LIABILITIES			
Current Liabilities			
Payables	5.3	60	46
Lease liabilities	6.1	9	18
Employee related provisions	2.1(b)	80	60
Total Current Liabilities		149	124
Non-Current Liabilities			
Lease liabilities	6.1	1	-
Total Non-Current Liabilities		1	-
TOTAL LIABILITIES		150	124
NET ASSETS		425	370
EQUITY			
Accumulated surplus/(deficit)		425	370
TOTAL EQUITY		425	370

The Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity For the year ended 30 June 2023

	Notes	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2021		303	303
Surplus/(deficit)		67	67
Other comprehensive income	8.9	-	-
Total comprehensive income for the period		67	67
Transactions with owners in their capacity as owners:			
Capital appropriations	8.9	-	-
Total		-	-
Balance at 30 June 2022	8.9	370	370
Balance at 1 July 2022		370	370
Surplus/(deficit)		55	55
Other comprehensive income	8.9	-	-
Total comprehensive income for the period		55	55
Transactions with owners in their capacity as owners:			
Capital appropriations	8.9	-	-
Total		-	-
Balance at 30 June 2023	8.9	425	425

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		645	553
Net cash provided by State Government		645	553
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(291)	(243)
Supplies and services		(215)	(253)
Grants and subsidies		(28)	(29)
GST payments on purchases		(22)	(23)
Other payments		(14)	(19)
Receipts			
GST receipts on sales		-	11
GST receipts from taxation authority		21	19
Other receipts		3	110
Net cash used in operating activities		(546)	(427)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		(9)	(10)
Net cash used in financing activities		(9)	(10)
Net decrease in cash and cash equivalents		90	116
Cash and cash equivalents at the beginning of the period		241	125
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.2	331	241

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

1. Basis of Preparation

The Great Southern Development Commission (Commission) is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Commission is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the 'Overview' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Commission on 24 August 2023.

Statement of compliance

These general-purpose financial statements have been prepared in accordance with:

1. The *Financial Management Act 2006* (FMA)
2. The Treasurer's Instructions (TIs)
3. Australian Accounting Standards (AASs) – Simplified Disclosures
4. Where appropriate, those **AAS** paragraphs applicable for not-for-profit entities have been applied.

The FMA and the TIs take precedence over AASs. Several AAS are modified by the Instructions to vary application, disclosure format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case the different measurement basis is disclosed in the associated note. All values are rounded to the nearest thousand dollars (\$'000).

Accounting of Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- (a) amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- (b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed Equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by *TI 955 Contributions by Owners made to Wholly Owned Public Sector Entities* and have been credited directly to Contributed Equity.

Comparative information

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 provides relief from presenting comparatives for:

- Property, Plant and Equipment reconciliations; and
- Right of Use Asset reconciliations.

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

2. Use of Our Funding

Expenses incurred in the delivery of services

This section provides additional information about how the Commission's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Commission in achieving its objectives and the relevant notes are:

	Notes
Employee benefits expenses	2.1(a)
Employee benefits provisions	2.1(b)
Grants and subsidies	2.2
Other expenditure	2.3

2.1. (a) Employee benefits expenses

	2023 \$'000	2022 \$'000
Employee benefits	275	236
Superannuation - defined contribution plans	30	27
Total employee benefits expenses	305	263
Add: AASB 16 Non-monetary benefits	10	10
Net employee benefits	315	273

Employee Benefits: include wages and salaries, accrued and paid leave entitlements and paid sick leave.

Superannuation: The amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBs, or other superannuation funds.

AASB 16 Non-monetary benefits: non-monetary employee benefits, that are employee benefits expenses, predominantly relate to the provision of Vehicle and Housing benefits are measured at the cost incurred by the Commission.

2.1. (b) Employee related provisions

	2023 \$'000	2022 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	17	15
Long service leave	54	44
	<u>71</u>	<u>59</u>
<u>Other provisions</u>		
Employment on-costs	9	1
Total current employee related provisions	80	60
Total employee related provisions	80	60

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities: Classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

Long service leave liabilities: Unconditional long service leave provisions are classified as current liabilities as the Commission does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Commission has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as the Commission does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement, and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Employment on-costs: The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'other expenses, Note 2.3 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Commission's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

	2023 \$'000	2022 \$'000
Employment on cost provision		
Carrying amount at start of period	1	1
Additional/(reversals of) provisions recognised	8	-
Carrying amount at end of period	9	1

Key sources of estimation uncertainty- long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Several estimates and assumptions are used in calculating the Commission's long service leave provision. These include:

- expected future salary rates
- discount rates
- employee retention rates; and
- expected future payments

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

2.2. Grants and Subsidies

	2023 \$'000	2022 \$'000
Non Public organisations	-	29
Public sector organisations	20	-
Local Government agencies	8	-
Total recurrent grants and subsidies	28	29

Transactions in which the Commission provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as 'Grant expenses'. Grants can either be operating or capital in nature.

Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Grants and other transfers to third parties (other than contribution to owners) are recognised as an expense in the reporting period in which they are paid or payable. They include transactions such as: grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

2.3. Other expenditure

	2023 \$'000	2022 \$'000
Supplies and services		
Board fees	71	69
Communications	1	1
Consultants and contractors	106	173
Consumables	9	10
Travel	26	15
Other	6	5
Resources provided free of charge by DPIRD ^(a)	1,913	1,943
Total supplies and services expense	2,132	2,216
Other expenses		
Building and infrastructure maintenance	3	3
Donations and sponsorships	16	14
Other expenses	11	3
Total other expenses	30	20
Total other expenditure	2,162	2,236

(a) Support Services provided by Department of Primary Industries and Regional Development to support the Commission in the fulfilment of its statutory functions and obligations under the *Great Southern Development Commission Act 1993*. See note 3.1 Income from State Government.

Supplies and services expenses are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

Employment on-costs includes workers compensation insurance and other employment on-costs. The on costs liability associated with the recognition of annual and long service leave liabilities is included at Note 2.1(b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

3. Our Funding Sources

How we obtain our funding

This section provides additional information about how the Commission obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Commission and the relevant notes are:

	Note
Income from State Government	3.1
Other income	3.2

3.1. Income from State Government

	2023 \$'000	2022 \$'000
Income received from other public sector entities during the period:		
- DPIRD - operational funding	645	553
Total grants and subsidies	645	553
Resources received from other public sector entities during the period:		
- Services received free of charge ^(a)	1,913	1,943
Total resources received	1,913	1,943
Total income from State Government	2,558	2,496

(a) Support Services provided by DPIRD to support the Commission in the fulfilment of its statutory functions and obligations under the *Great Southern Development Commission Act 1993*. See note 2.3 Other expenditure.

Income from other public sector agencies is recognised as income when the Commission has satisfied its performance obligations under the funding agreement. If there are no performance obligations, income will be recognised when the Commission receives the funds.

Resources received from other public sector entities are recognised as income (and assets or expenses) equivalent to the fair value of the assets, or the fair value of those services that can be reliably determined and which would have been purchased if not donated.

3.2. Other income

	2023 \$'000	2022 \$'000
Other sundry income	2	102
	2	102
Return of unspent grant monies	-	8
	-	8
Total other income	2	110

4. Key Assets**Assets the Commission utilises for economic benefit or service potential**

This section includes information regarding the key assets the Commission utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

	Note
Property, plant and equipment	4.1
Right-of-use assets	4.2

4.1. Plant and equipment

	Office and other equipment \$'000	Total \$'000
Year ended 30 June 2023		
Carrying amount at 1 July 2022 and 30 June 2023		
Gross carrying amount	68	68
Accumulated depreciation	(68)	(68)
Carrying amount at start and end of period	-	-

Initial recognition

Items of plant and equipment costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

Subsequent measurement

Plant and equipment is stated at historical cost less accumulated depreciation and accumulated impairment losses.

4.1.1. Depreciation and impairment

	2023 \$'000	2022 \$'000
Depreciation		
Office and other equipment	-	2

As at 30 June 2023, there were no indications of impairment to plant and equipment. All surplus assets at 30 June 2023 have either been classified as assets held for sale or have been written-off.

Finite useful lives

All plant and equipment having a limited useful life is systematically depreciated over its estimated useful life in a manner that reflects the consumption of its future economic benefits. The exceptions to this rule include assets held for sale, land and investment properties.

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the office and other equipment for current and prior years is 5 years.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments should be made where appropriate.

Impairment

Non-financial assets, including items of plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from declining replacement costs.

4.2. Right-of-use assets

	2023 \$'000	2022 \$'000
Vehicles	10	19
Net carrying amount	10	19

Additions to right-of-use assets during the 2023 financial year was \$nil (2022: \$26,794).

The Commission has leases for vehicles.

The Commission has also entered in a Memorandum of Understanding Agreements (MOU) with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Finance and are accounted for as an expense incurred.

Initial recognition

At the commencement date of the lease, the Commission recognises right-of-use assets and a corresponding lease liability for most leases. The right-of-use assets are measured at cost comprising of:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs, including dismantling and removing the underlying asset.

The Commission has elected not to recognised right-of-use assets and lease liabilities for short-term lease (with a lease of 12 months or less) and low value leases (with and underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent Measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at the cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

If ownership of the leased asset transfers to the Commission at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested of impairment when an indication of impairment is identified. The policy in connection with testing for impairment of outlined in note 4.1.1.

The following amounts relating to leases have been recognised in the statement of comprehensive income:

	2023 \$'000	2022 \$'000
Vehicles	10	9
Total right-of-use asset depreciation	10	9

The total cash outflow for leases in 2023 was \$9,659 (2022: \$10,362).

The corresponding leases liabilities in relation to these right-of-use assets have been disclosed in note 6.1.

5. Other Assets and Liabilities

This section sets out those assets and liabilities that arose from the Commission's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1. Receivables

	2023 \$'000	2022 \$'000
<u>Current</u>		
GST receivable	6	5
Other debtors	2	3
Total current receivables	8	8

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

5.2. Amounts receivable for services (Holding Account)

	2023 \$'000	2022 \$'000
Non-current balance at end of period	226	226

Amounts receivable for services represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability. Amounts receivable for services are considered not impaired (i.e. there is no expected credit loss of the Holding Account).

5.3. Payables

	2023 \$'000	2022 \$'000
<u>Current</u>		
Trade payables	60	-
Other payables	-	2
Accrued expenses	-	40
Accrued salaries	-	4
Total current payables	60	46

Payables are recognised at the amounts payable when the Commission becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 30 days.

6. Financing

This section sets out the material balances and disclosures associated with the financing and cash flows of the Commission.

	Note
Lease liabilities	6.1
Cash and cash equivalents	6.2
Capital commitments	6.3

6.1. Lease Liabilities

	2023 \$'000	2022 \$'000
<u>Current</u>	<u>10</u>	<u>18</u>

At the commencement date of the lease, the Commission recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Commission uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by the Commission as part of the present value calculation of lease liability include:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options (where these are reasonably certain to be exercised);
- payments for penalties for terminating a lease, where the lease term reflects the Commission exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Periods covered by extension or termination options are only included in the lease term by the Commission if the lease is reasonably certain to be extended (or not terminated).

This section should be read in conjunction with note 4.2 Right-of-use assets.

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

6.2. Cash and Cash Equivalents

	2023 \$'000	2022 \$'000
Current non-restricted Cash and cash equivalents	217	127
- Other Restricted cash	108	108
- Royalties for Regions Fund - Community Chest Grants Scheme	6	6
Current restricted cash and cash equivalents	114	114
Total cash and cash equivalents	331	241

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

6.3. Capital Commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements.

7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1. Financial Instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

	2023 \$'000	2022 \$'000
<u>Financial assets</u>		
Cash and cash equivalents	331	241
Financial assets at amortised cost ^(a)	228	229
Total financial assets	559	470
<u>Financial liabilities</u>		
Financial liabilities at amortised cost ^(b)	70	64
Total financial liabilities	70	64

(a) The amount of financial assets at amortised cost excludes GST recoverable from the ATO (statutory receivable).

(b) The amount of financial liabilities at amortised cost excludes GST payable to the ATO (statutory payable).

7.2. Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate and presented inclusive of GST receivable or payable respectively.

There were no contingent assets or liabilities which would affect the Commission at the end of June 2023 (2022: None).

8. Other Disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Note
Events occurring after the end of the reporting period	8.1
Initial application of Australian Accounting Standards	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
Special purpose accounts	8.7
Remuneration of auditors	8.8
Equity	8.9
Supplementary financial information	8.10
Explanatory statement	8.11

8.1. Events occurring after the end of the reporting period

There were no events occurring after the reporting period date that impact on the financial statements.

8.2. Initial application of Australian Accounting Standards

The following standards are operative for reporting periods ended on or after 30 June 2023:

- AASB 2020-3 *Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*
- AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2022-3 *Amendments to Australian Accounting Standards – Illustrative Examples for Not-for-Profit Entities accompanying AASB 15*

The Commission considers the above standards do not have a material impact on the financial statements.

8.3. Key management personnel

The Commission has determined key management personnel to include the members of the accountable authority, senior officers of the Commission and the Minister that the Commission assists. The Commission does not incur expenditures to compensate Ministers and those disclosures may be found in the Annual Report on State Finances.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for members of the accountable authority and senior officers of the Commission for the reporting period are presented within the following bands:

Compensation band (\$)	2023	2022
Compensation of members of the accountable authority		
50,001 - 60,000	1	1
10,001 - 20,000	1	1
0 - 10,000	5	4
Senior officers of the accountable authority		
200,001 - 250,000	1	1
150,001 - 200,000	1	1
	2023	2022
	\$'000	\$'000
Short-term employee benefits	411	419
Post-employment benefits	47	43
Other long-term benefits	37	39
Total compensation for members of the accountable authority and senior officers	495	501

Total compensation includes the superannuation expense incurred by the Commission in respect of senior officers.

8.4. Related party transactions

The Commission is a wholly owned and controlled entity of the State of Western Australia.

Related parties of the commission include:

- all cabinet ministers and their close family members, and their controlled or jointly controlled entities;
- all senior officers and their close family members, and their controlled or jointly controlled entities;
- other agencies and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly-owned public sector entities);
- associates and joint ventures, of a wholly-owned public sector entity; and
- the Government Employees Superannuation Board (GESB).

Material transactions with other related entities

Outside of normal citizen type transactions with the Commission there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

8.5. Related bodies

The Commission had no related bodies during the reporting period.

8.6. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

8.7. Special purpose accounts

The Commission had no special purpose accounts during the reporting period.

8.8. Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is nil (2022: nil) as the Auditor General has dispensed with the audit for the years ended 30 June 2023 and 30 June 2022 under section 14 of the *Auditor General Act 2006*.

8.9. Equity

The Commission had no contributed equity or reserves in the current or prior reporting period.

8.10. Supplementary financial information**(a) Write-offs**

There were no write-offs during the financial year.

(b) Losses through theft, defaults and other causes

There were no losses of public money and public and other property during the financial year.

(c) Gift of public property

There were no gifts of public property during the financial year.

8.11. Explanatory statement

The Commission is exempt from TI 945 Explanatory Statement as their Total Cost of Services is below \$10 million for the two most recent consecutive comparative periods.

Key Performance Indicators

Certification of Key Performance Indicators

For the year ended 30 June 2023

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Great Southern Development Commission's performance, and fairly represent the performance of the Great Southern Development Commission for the financial year ended 30 June 2023.



Bruce Manning
Chair
30 August 2023



Jarrad Gardner
Acting Chief Executive Officer
30 August 2023

Key Performance Indicators

Treasurer's Instruction 904 requires the disclosure of performance information in the Commission's Annual Report. This information assists interested parties such as Government, Parliament, the community and client groups to assess agency performance in achieving a government desired outcome and obtaining value for public funds from services delivered.

The following illustrates the relationship between the Commission's service and desired outcome, and the Government goal to which it contributes.

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Commission's service and desired outcome, and the government goal it contributes to. The key effectiveness indicator measures the extent of impact of the delivery of services on the achievement of desired outcome. The key efficiency indicator monitors the relationship between the service delivered and the resources used to produce the service.

Government Goal	Desired Outcome	Service
WA Jobs Plan: Local manufacturing and production, creating Western Australian jobs and training for jobs of the future	The sustainable development of our region's natural and built environment for the wellbeing of all	Regional Development
Growing our communities: Protecting our environment with thriving suburbs and regions		

Key Effectiveness Indicator

The Commission measures its effectiveness indicators through an annual client perceptions survey, conducted by an independent market research company. The Commission's clients include local governments, Commonwealth and State government agencies, community groups and private organisations.

Client Satisfaction Survey 2022-23

As part of the performance management component of the Commission's strategic planning process, independent research consultancy firm, Advantage Communications, was employed to undertake the 2022-23 GSDC Client Satisfaction Survey. Key stakeholders were surveyed to determine their views and understanding of the Commission's role, activities and performance.

A database of 272 clients was provided to Advantage Communications. Both online self-completion and telephone interviews were used to obtain a total of 133 client responses, representing a response rate of 83%. This results in a maximum possible sampling error of +/- 3.5% at the 95% confidence level.

In prior years, respondents were asked if the Commission is effective or very effective in its coordination and promotion of development in the Great Southern, with the effectiveness indicator being a favourable responses from a minimum of 75% of client from the client survey. The reported result reflects the percentage of clients that rates the Commission as 'very effective' or 'effective'.

	2020 Actual	2021 Actual	2022 Actual	2023 Target	2023 Actual
Favourable responses from a minimum of 75% of clients from the Client Survey	N/A*	85%	80%	80%	95%

* Due to COVID-19 restrictions, and pursuant to Treasurer's instruction (TI) 904 para (3)(i) the Commission sought and obtained an exemption from reporting the key effectiveness indicator for the 2019-20 financial year

Key Efficiency Indicator

Service: Regional Development

This service incorporates project management work, the facilitation and support of new and existing enterprises and businesses, promotional and information services and the development of strategic partnerships with government, business and community groups to ensure the development of the Great Southern.

In 2021-22 Financial Year, the GSDC Board has resolved that Key Efficiency Indicators be streamlined into a single \$ per hour efficiency indicator consistent with other RDC's and DPIRD.

Efficiency Indicator	Actual 2020-21	Actual 2021-22	Target 2022-23	Actual 2022-23
Average cost per hour	\$110	\$107	\$139	\$125

The Actual cost per hour is lower than target as a result of the increased hours worked during the year with temporary staff brought on to support the additional responsibilities with projects such as the Miramar landslip and increased visitation to the region by International delegations.

Ministerial Directives

No Ministerial Directives were received during the financial year.

Other financial disclosures

Pricing policy of goods and services provided

The GSDC provides no chargeable goods and services for its core business.

Capital works

Capital projects incomplete

The GSDC did not have any incomplete capital works projects at the end of 2022-23.

Capital projects complete

The GSDC did not complete any capital works projects during 2022-23.

Employment and industrial relations

Staff Profile (at 30 June 2023; includes GSDC staff and GSDC-based DPIRD staff)

	2021-22	2022-23
Full-time permanent	6	7
Full-time contract	4	2
Part-time permanent (FTE)	1.1	2.2
Part-time contract	0	0.6
	11.1	11.8

Workers compensation and rehabilitation

The GSDC did not have any new workers' compensation claims in 2022-23.



Denmark cattle
Credit: Australia's South West

Statutory Information

Frankland River
Credit: Wines of Western Australia

Other Statutory Information

Contracts with senior officers

At the date of reporting, other than normal contracts of employment of service, no senior officers, or firms of which senior officers are members, or entities in which senior officers have substantial interests, have had any interests in existing or proposed contracts with the GSDC and senior officers.

Board remuneration

Position	Name	Appointment type	Type of remuneration and rate	Period of membership during 2022-23	Appointment date	Gross/actual remuneration for financial year
Chair	Bruce Manning	Ministerial	Stipend \$47,250	12 months	08/02/2021	\$50,046
Deputy	Annie Roberts	Community	Stipend \$5,000 Sitting Fees \$790 full day \$513 half day	12 months	As Deputy Chair 23/11/2020 As Member 29/04/2019	\$10,794
Member	Liz Guidera	Local Government	Sitting Fees \$622 full day \$403 half day	12 months	23/11/2020	\$4,124
Member	Robert Lester	Local Government	Sitting Fees \$622 full day \$403 half day	12 months	23/11/2020	\$4,811
Member	Darren Moir	Ministerial	Sitting Fees \$622 full day \$403 half day	12 months	01/06/2021	\$4,124
Member	Robbie Miniter	Community	Sitting Fees \$622 full day \$403 half day	9 months 2 weeks	19/09/2022	\$2,062
Member/CEO	Natasha Monks*	Ex-Officio	N/A	11 months 2 weeks	N/A	-
Member/CEO	Jarrad Gardner*	Ex-Officio	N/A	2 weeks	N/A	-
Total						\$75,961

* Full-time WA Public Sector employees are not eligible to receive Board sitting fees.

The total remuneration includes the superannuation expense incurred by the Commission in respect of members of the Commission.

Unauthorised use of credit cards

Officers of the Commission hold corporate credit cards where their functions warrant usage of this facility. Cardholders sign a 'conditions of use' declaration and are reminded periodically of their obligations under the Commission's Corporate Purchasing Card Holders Policy and Procedures.

For the year ended 30 June 2023, there were no instances of personal use of a credit card.

Compliance with Public Sector Standards and ethical codes

During 2022-23 the GSDC had no compliance issues in relation to the Public Sector Standards in Human Resource Management, the WA Public Sector Code of Ethics, or internal Codes of Conduct.

Induction processes for new employees include training on the WA Public Sector Code of Ethics and the GSDC Code of Conduct. All relevant public sector standards and ethical codes are made available for staff via the digital filing system, and any changes arising to any of the codes, are addressed in staff meetings.

The Commission continues to regularly review and update internal policies to ensure currency with Public Sector Commission updates and has procedures in place designed to ensure these updates are communicated to staff.

The GSDC, in its operations and administration, complied with the Public Sector Standards in Human Resource Management, the Western Australian Public Sector Code of Ethics, and the Code of Conduct.

Compliance item	Breach claims or reports	Action taken to manage compliance
Public Sector Standards	0	<ul style="list-style-type: none"> Public Sector Standards are part of the induction process for new staff and Board members. The Standards are available for all staff and Board members via the digital filing system. Any changes are highlighted to staff where relevant.
WA Code of Ethics	0	<ul style="list-style-type: none"> WA Code of Ethics is a part of the induction process for new staff and Board members. The Code is available for all staff and Board members via the digital filing system. Any changes are highlighted to staff where relevant.
GSDC Code of Conduct	0	<ul style="list-style-type: none"> Code of Conduct is a part of the induction process for new staff and Board members. The Code is internally reviewed annually and changes discussed with staff. Code of Conduct is available for all staff and board members via the digital filing system

The Commission continues to regularly review and update internal policies to ensure currency with Public Sector Commission updates and has procedures in place designed to ensure compliance by all staff.

Advertising, market research, polling and direct mail

In accordance with Section 175ZE of the *Electoral Act 1907*, the GSDC reports that it incurred the following expenditure in advertising, market research, polling, direct mail and media advertising. Total expenditure (ex-GST) for 2022-23 was \$5,655. Expenditure was incurred as shown in the table.

Expenditure class	Organisation	(\$)	Total (\$)
Advertising Agencies		0	0
Market Research	Advantage Communications*	\$2,548	\$2,548
Polling		0	0
Direct Mail	Mailchimp	\$80	\$80
	Department of Premier and Cabinet - Government Gazette	\$99	
	ArtSouth WA	\$520	
Media advertising	WA News	\$1,318	
	Walpole Community News	\$159	
	Denmark Chamber of Commerce	\$930	\$3,027
		Total	\$5,655

*Advantage Communications were paid in part in 2022-23, with the remainder of the client survey project balance being paid in the following financial year.

Disability Access and Inclusion Plan

The Commission is committed to promoting an inclusive environment in which all people can access our services and facilities. We supported the development of DPIRD's Disability Access and Inclusion Plan (DAIP) 2018-23 in consultation with the DAIP Working Group, which was implemented in 2018.

The DAIP was developed to ensure all people are considered in Commission activities, and all buildings and facilities, events and information are accessible.

Our approach complements our commitment to ensuring an inclusive region in which all people enjoy a high quality of life, and can take part in community life and pursue interests without restriction based on ability. We are supportive of initiatives, agencies and businesses that facilitate equitable access and the employment of people with disabilities and we regularly engage the services of enterprises that employ people with disabilities.

A copy of the DPIRD Disability Access and Inclusion Plan 2018 – 2023, can be found on the GSDC website.

Record Keeping Plan

We updated our Record Keeping Plan (RKP) in 2022, and the State Records Office endorsed the updated plan on 6 December 2022, as required under section 19 of the *State Records Act 2000*.

All staff are aware they have a responsibility to create and maintain public records in a manner which not only complies with legislative requirement, but also allows for quick and easy location, identification and retrieval of such documents or electronic data.

As in previous years, the Commission provided regular ongoing in-house training on record-keeping to assist staff with clear procedures on records management functions, and ensured induction processes for new staff members incorporated record awareness training and information.

Freedom of Information

We hold information in hard copy and electronic form. Documents held include inward and outward correspondence, contracts, agreements, reports, administrative files, personnel records, project files, financial records, internal manuals, statistical information, minutes of meetings, promotional material, pamphlets and brochures, human resource information and asset records.

We do not charge for brochures. Except for requests lodged under the *Freedom of Information Act 1992*, no charge is levied on requests for information or for access to files, although the agency reserves the right to recoup costs in accordance with the *Freedom of Information Act 1992*. The contact details of the Freedom of Information Coordinator are:

Director Regional Development
Great Southern Development Commission
PO Box 280
ALBANY WA 6331

The GSDC received no requests for information under the *Freedom of Information Act 1992* in 2022-23.

Substantive equity

In accordance with the Western Australia Policy Framework for Substantive Equality, the GSDC is committed to eliminating systemic forms of discrimination in the provision of its services, and is sensitive to the different needs of groups.

We implement substantive equality by regularly reviewing structures and policies to ensure that the specific needs of Aboriginal people, ethnic minorities, people of different age groups and religious beliefs, as well as those with disability, are considered in our work.

All new employees undertake WA Cultural Competency training as part of induction processes and the Commission actively seek to undertake projects that support diverse community groups.

In 2022-23:

- We administered state government funding that supported the development of a Dementia Specialist Respite Cottage in Albany
- Ensured 'economic opportunities for young people; seniors; people with disabilities and culturally and linguistically diverse backgrounds' were reflected as a priority areas in Round 6 of the Regional Economic Development Grant program
- We approved a grant to Albany's Heritage Foundation (formally the Jaycees Community Foundation) for the upgrade of the Amphitheatre at Albany's Historic Whaling Station, which incorporated improved accessibility.

Multicultural Framework

The GSDC operates under the DPIRD Multicultural Plan 2021 – 2026. This plan sets out ways in which we will work to achieve the priorities, outcomes and strategies of the WA Multicultural Policy Framework, for the Culturally and Linguistically Diverse (CaLD) community in Western Australia.

The plan's priorities are:

- Harmonious and inclusive communities
- Culturally responsive policies, programs and services
- Economic, social, cultural, civic and political participation.

We recognised, celebrated and showed our respect for Great Southern multicultural communities throughout the year, by:

- Engaging in on-Country cultural awareness training
- Providing support for the Katanning Harmony Festival
- Supporting the Great Southern NAIDOC Ball and NAIDOC Week events
- Facilitating Aboriginal business owners attendance at the World Indigenous Tourism Summit
- Providing funding and support for upper Great Southern events occurring during Taste Great Southern Festival, including Aboriginal run events and activities.

A copy of the DPIRD Multicultural Plan 2021-26 can be found on the Commission's website and intranet.

Occupational safety, health and injury management

The Commission recognises its duty to ensure the safety and health of its employees, GSDC-based staff, contractors and visitors, and in meeting this duty will comply with the requirements of the *Occupational Safety and Health Act 1984* and any other legislation and supporting documents that apply to its operations.

We are committed to achieving the highest standards of occupational safety and health (OSH) in accordance with best practice. We aim to:

- Meet OSH statutory requirements and standards to provide and maintain a safe workplace, plant and system of work
- Foster ownership of resolving OSH matters through effective employee and management consultation
- Provide employees with sources of OSH information and guidance.

We canvass OSH issues at our regular team meetings, which are chaired by the CEO or delegate. All OSH-related procedures and forms are easily accessible on the DPIRD intranet and the GSDC online file system.

The GSDC has a documented Injury Management System (IMS) in place, which is in accordance with the *Workers' Compensation and Injury Management Act 1981* and is accessible for all staff on the Commission's online file system. The IMS is implemented at the time a worker reports a work-related injury or illness and continues until a full return to work is achieved or is no longer a realistic goal as determined in consultation with the staff member, the GSDC, the treating medical practitioner, and RiskCover. All return-to-work programs are developed in accordance with the Act.

OSH results are reported in the following table.

Measure	Results 2020-21 Base year	Results 2021-22 Prior year	Results 2022-23 Current year	Targets	Comments toward targets
Number of fatalities	0	0	0	0	
Lost time injury and disease incidence rate	0%	0%	0%	0	
Lost time injury and severity rate	0	0	0	0	
Percentage of injured workers returned to work (i) within 13 weeks	N/A	N/A	N/A	100%	
Percentage of injured workers returned to work (ii) within 26 weeks	N/A	N/A	N/A	100%	
Percentage of managers trained in work health and safety injury management responsibilities, including refresher training within 3 years	100%	100%	100%	Greater than or equal to 80%	



Kurrah Mia Tour
Credit: Australia's South West





Annual Report 2022-23

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